

**TOWN OF SOUTH WINDSOR STRATEGIC PLAN – Revised June 2017**

Category	Strategic Action Step	Resources Needed	Owned By*	Timeframe	Status
Taxes and Finance	1. The Town shall maintain a stable financial environment to create a favorable position with rating and financial institutions.			<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	
	2A. Maintain a fund balance from the Town and Board of Education budget surplus	<ul style="list-style-type: none"> <li>Budgets</li> <li>Surplus</li> </ul>	<ul style="list-style-type: none"> <li>Town Manager</li> <li>Town Council</li> <li>Board of Education</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Communicate to BOE in Sept/Oct 2016</li> </ul>	
	2B. Maintain and properly fund a capital projects budget that is appropriately funded	<ul style="list-style-type: none"> <li>Capital plan</li> </ul>	<ul style="list-style-type: none"> <li>Capital Program Committee (Economic Development Staff)</li> </ul>	<ul style="list-style-type: none"> <li>3 years - 2019</li> </ul>	
	2. Create a monthly summary of each department to give a high level status update (dashboard or narrative) to be shared at the 2nd meeting of the month	<ul style="list-style-type: none"> <li>Staff (need them to send consistent informational reports)</li> <li>Town Managers Report (budgets)</li> </ul>	<ul style="list-style-type: none"> <li>Department Heads</li> <li>Town Manager*</li> </ul>	<ul style="list-style-type: none"> <li>Full doc delivered 2nd meeting of month.</li> <li>Council to highlight 1-2 departments per month</li> </ul>	
Education	1. The Town Council needs to have access, understand, and know the BOE Strategic Plan	<ul style="list-style-type: none"> <li>BOE provides the Town Council with a presentation and copy of their Strategic Plan</li> <li>The plan will be communicated before budget season</li> <li>The goal is of planning purposes and to align the Town and BOE plans</li> </ul>	<ul style="list-style-type: none"> <li>Town Manager*</li> <li>Superintendent</li> </ul>	Fall 2016	
Economic Development	1. Hire a committed and collaborative Asst. Town Manager/ Economic Development specialist who will work with the existing partners and commissions members	<ul style="list-style-type: none"> <li>Town Manager and Staff</li> <li>Inland/Wetlands Commission</li> </ul>	<ul style="list-style-type: none"> <li>Planning &amp; Zoning Commission</li> <li>Town Council (Approvals)</li> <li>Redevelopment Agency</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Post November for funding</li> </ul>	
	2. Provide tax incentives for businesses with parameters to allow for approval on a case by case basis	<ul style="list-style-type: none"> <li>State statute</li> <li>Redevelopment Agency</li> <li>Current Policy</li> </ul>	<ul style="list-style-type: none"> <li>Town Manager*</li> <li>Town Council</li> <li>New Hire (item 1)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	
Maintenance of Infrastructure	1. All departments will create 5 year plans outlining current needs, plans, and priorities	<ul style="list-style-type: none"> <li>Staff and Department Heads</li> <li>Scheduling and meetings</li> <li>Increase in correspondence from all departments</li> <li>The council must know and set priorities (Short term: Current Year Budget, Long Term: Beyond Current Year)</li> <li>Projected Mandates</li> <li>New Research</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee</li> </ul>	<ul style="list-style-type: none"> <li>Draft: January 2017</li> <li>Town Council Approval: March 2017</li> </ul>	
	2. Create, maintain, and fund a 5 year Capital Improvements project plan				

\* Items owned by Town Manager may be delegated to Town departments as appropriate.

**TOWN OF SOUTH WINDSOR STRATEGIC PLAN – Revised June 2017**

Category	Strategic Action Step	Resources Needed	Owned By*	Timeframe	Status
<b>Public Safety &amp; Traffic</b>	1A. Review/ Create a 3-5 year plan for Police, Fire, Health, and Emergency Management staffing	<ul style="list-style-type: none"> <li>Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> </ul>	October 2016	
	1B. Review/ Create a 3-5 year plan for Police, Fire, Health, and Emergency Management for vehicles and equipment	<ul style="list-style-type: none"> <li>Resources</li> <li>Public Works</li> <li>Police/Emergency Management</li> <li>Fire Departments (report plan to council)</li> </ul>	<ul style="list-style-type: none"> <li>Public Works</li> <li>Fire Department (has own plan to share)</li> </ul>	November 2016	
	2. Get the Emergency Operations Center operational and communicate and market it to the public	<ul style="list-style-type: none"> <li>Funding</li> <li>Facility and Resources</li> </ul>	<ul style="list-style-type: none"> <li>Town Manager*</li> </ul>	October 2016	
<b>Recreation</b>	1. Follow the recreation master plan.	<ul style="list-style-type: none"> <li>The Recreation Master Plan</li> <li>Funding and Grants</li> <li>Bigger Space at Wapping</li> </ul>	<ul style="list-style-type: none"> <li>Recreation</li> <li>PARC</li> <li>Town Council</li> </ul>	Ongoing	
	2. Identify opportunities for expansion of recreation facilities and programs	<ul style="list-style-type: none"> <li>Wapping School for REC</li> <li>Community Center for Human Services Center</li> <li>Evergreen Walk</li> <li>Walking Trail Apartment Project</li> </ul>	<ul style="list-style-type: none"> <li>PARC</li> <li>Town Council</li> <li>Planning &amp; Zoning</li> </ul>	June 2018	
<b>Environmental Protection &amp; Rural Character</b>	1. Protecting open space and preserving farmland	<ul style="list-style-type: none"> <li>Bonding</li> <li>Open Space</li> <li>Buying available open space</li> <li>Current policy</li> <li>Fertile Farmland</li> <li>Soil Tests</li> </ul>	<ul style="list-style-type: none"> <li>Town Council</li> <li>SWALPAC</li> <li>Commission</li> <li>Jeff Folger</li> </ul>	Ongoing	
	2A. Preserving our historic character	<ul style="list-style-type: none"> <li>Historical District</li> <li>Demolition of light ordinance</li> </ul>	<ul style="list-style-type: none"> <li>Historic District Commission</li> <li>Demolition Delay Committee</li> <li>Town Council</li> </ul>	Ongoing	
	2B. Protecting our environment	<ul style="list-style-type: none"> <li>DEEP</li> <li>Storm Water Management Plan</li> <li>Inland/Wetlands Commissions</li> </ul>	<ul style="list-style-type: none"> <li>WPCA</li> <li>Department Heads</li> <li>All Departments</li> <li>Town Council</li> <li>Energy Committee</li> </ul>	Ongoing	
<b>Quality of Municipal Services</b>	1A. Create and implement a benchmarking system to assess the quality of our services (internal departments) and provide resources to improve as needed	<ul style="list-style-type: none"> <li>Consultants</li> <li>Marketing</li> <li>RFP Support and Process</li> <li>Staff</li> <li>Chamber of Commerce</li> <li>Other Towns and City reports</li> <li>Town Council (sets the Town through commitment)</li> </ul>	<ul style="list-style-type: none"> <li>Town Manager*</li> </ul> Internal: <ul style="list-style-type: none"> <li>Human Resources</li> <li>Department Heads (use feedback and info)</li> <li>Town Council</li> </ul> External: <ul style="list-style-type: none"> <li>Town Manager*</li> <li>Department Heads</li> </ul>	June 2017	
	1B. Create and implement a benchmarking system to assess the level of satisfaction with our services (external, residents, etc.) and provide resources to address issues as needed				
	1C. Create a forum to receive feedback and a marketing and communication medium to share results and to share what we offer				
	2. Create a marketing tool or medium to share what we offer with residents and the public				

\* Items owned by Town Manager may be delegated to Town departments as appropriate.